



# First Program Year Action Plan

The CPMP First Annual Action Plan includes the SF 424 and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## SF 424

Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

Date Submitted: 8/1/2006	Applicant Identifier	<b>Type of Submission</b>	
Date Received by state	State Identifier	<b>Application</b>	<b>Pre-application</b>
Date Received by HUD	Federal Identifier	<input checked="" type="checkbox"/> Construction	<input type="checkbox"/> Construction
		<input checked="" type="checkbox"/> Non Construction	<input type="checkbox"/> Non Construction
<b>Applicant Information</b>			
Miami Gardens		UOG Code	
1515 NW 167th Street		DUNS: 199472692	
Building 5, Suite 200		Organizational Unit: Municipal Government	
Miami Gardens	Florida	Department: Community Development	
33169	Country U.S.A.	Division	
<b>Employer Identification Number (EIN):</b>		Miami Dade County	
113695944		10/1	
<b>Applicant Type:</b>		<b>Specify Other Type if necessary:</b>	
Local Government: City		Specify Other Type	
<b>Program Funding</b>		<b>U.S. Department of Housing and Urban Development</b>	
Catalogue of Federal Domestic Assistance Numbers; Descriptive Title of Applicant Project(s); Areas Affected by Project(s) (cities, Counties, localities etc.); Estimated Funding			
<b>Community Development Block Grant</b>		14.218 Entitlement Grant	
CDBG Project Titles: (1) Program Administration; (2) Youth and Senior Services; (3) Commercial Redevelopment Program (4) Livable Neighborhood Program (5) Homeownership Assistance Program (6) Housing Rehab Program		Description of Areas Affected by CDBG Project(s): Citywide w/ the following Priority tracts: 000403-(1)(6), 000402-(2), 000501-(3)(1) 000403-(5), 000402-(3)(4) 009904-(1), 00904-(9) 010002-(1) 009400-(4) 010006-(1) 010010-(2) 009501-(9) 010002-(2) 009600-(2), 009902-(3)	
\$CDBG Grant Amount: \$1,429,030.00	\$Additional HUD Grant(s) Leveraged: N/A	Describe	
\$Additional Federal Funds Leveraged N/A	\$Additional State Funds Leveraged N/A		
\$Locally Leveraged Funds:	\$Grantee Funds Leveraged		
\$Anticipated Program Income: N/A	Other (Describe)		
Total Funds Leveraged for CDBG-based Project(s)			

<b>Home Investment Partnerships Program</b>		14.239 HOME	
HOME Project Titles		Description of Areas Affected by HOME Project(s)	
\$HOME Grant Amount	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for HOME-based Project(s)			
<b>Housing Opportunities for People with AIDS</b>		14.241 HOPWA	
HOPWA Project Titles		Description of Areas Affected by HOPWA Project(s)	
\$HOPWA Grant Amount	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for HOPWA-based Project(s)			
<b>Emergency Shelter Grants Program</b>		14.231 ESG	
ESG Project Titles		Description of Areas Affected by ESG Project(s)	
\$ESG Grant Amount	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for ESG-based Project(s)			
Congressional Districts of:		Is application subject to review by state Executive Order 12372 Process?	
District 17	District 17		
Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation.		<input type="checkbox"/> Yes	This application was made available to the state EO 12372 process for review on DATE
		<input type="checkbox"/> No	Program is not covered by EO 12372
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> N/A	Program has not been selected by the state for review

Person to be contacted regarding this application		
First Name: Renee	Middle Initial: C	Last Name: Farmer
Title: Assistant City Manager	Phone: 305-622-8006	Fax: 305-622-8001
rfarmer@miamigardens-fl.gov	Website: miamigardens-fl.gov	Other Contact
Signature of Authorized Representative		Date Signed

# Narrative Responses

## GENERAL

### Executive Summary

The Executive Summary is optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed during the next year.

Program Year 1 Action Plan Executive Summary:

#### EXECUTIVE SUMMARY

This Action Plan provides a basis and strategy for the use of federal funds granted to the City of Miami Gardens by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. The City of Miami Gardens is a newly incorporated municipality which was granted entitlement status by HUD in fiscal year 2006. In 2006, the City of Miami Gardens was only awarded funding under the CDBG program; therefore, it is the desire of the City to work with other municipal partners, HUD and the State of Florida to qualify to receive HOME funding in future years.

The City of Miami Gardens Consolidated Plan covers the period beginning October 1, 2006, through September 30, 2011, including five program years. Programs and activities described in the First Year Action Plan are intended to primarily benefit low-income and moderate-income residents of the City of Miami Gardens, neighborhoods with high concentrations of low-income and moderate-income residents, and the City as a whole. The City will also use this plan to coordinate with other federal and state grant programs and local initiatives.

This plan is the product of extensive public outreach, multiple public hearings, and consultation with various agencies, groups, and organizations involved in the development of affordable housing, creation of job opportunities for low-income and moderate-income residents, and/or provision of services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons. A complete draft of this plan was made available for public review and comment for a 30-day period beginning June 13, 2006. The availability of both the draft plan and the final plan were also advertised in the local newspaper and the complete documents are available for review on the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) and in print form at City Hall, the North Dade Regional Library, and the Offices of the Parks and Recreation Department.

### Community Vision

In early 2005, the City undertook a process to develop a consensus vision for the newly formed City of Miami Gardens. The vision provided direction for the preparation of the City's first Comprehensive Development Master Plan (CDMP). A representative group of citizens and community leaders took part in the visioning process, including the Mayor and City Council, a number of residents and businesses owners, and members of key organization and agencies. Each participant filled out a baseline questionnaire and then was interviewed for their comments and ideas. After compiling responses, a vision of the City began to take shape. Additionally, the City Council decided to hold public facilitated work sessions or charrettes to open up the visioning process to the general public. This process was facilitated by Florida Atlantic University.

During the 2005 visioning sessions the residents were asked to engage in constructive and pragmatic discussions of the overall "quality of life" issues in the City. The residents then assigned a rating of High, Medium, or Low for each issue.

The following issues received overall high rating:

- 1) Develop of state of the art recreational facilities and services
- 2) Redevelop blighted commercial and residential areas
- 3) Improve maintenance of storm water facilities
- 4) Develop an Economic Development Programs
- 5) Create programs and services for elderly residents

In an effort to begin implementation of programs to support the above-mentioned vision, the Mayor, City Council, and City Management began meeting in late June of 2005 to develop a four year strategic plan. In order to accurately frame the issues to be included in the plan, consultants held individual meeting with each member of the council and city administration. These individual meetings were followed by four (4) group workshops to create tangible objectives, strategies, measures and actions to achieve the goals that were identified by the community vision process. As a result of these meetings the City Council adopted a mission and vision statement to guide the City in meeting the goals set forth by the community.

### Mission:

The Mission of the City of Miami Gardens is to enhance the quality of life through the efficient and professional delivery of public services. The City is committed to fostering civic pride, participation and responsible economic development for the community.

**Vision:**

The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with strong sense of community ownership, civic pride abundant employment opportunities and cultural leisure activities for its residents. It will provide continued economic viability through well-planned and responsible growth and redevelopment.

**Achieving HUD Goals through Community Vision:**

Building on the community vision established in 2005, the Action Plan anticipates the use of CDBG and, if appropriated in future years, the HOME program to support the following activities:

- Assisting in the development of state of the art recreational facilities and Services.
- Providing funding to redevelop blighted commercial and residential areas.
- Improving maintenance of storm water facilities.
- Creating Economic Development Programs that promote business attraction and retention.
- Creating partnerships with Community Based Organizations to establish programs and services for elderly residents.

**Available Funds:**

The City of Miami Gardens has been awarded \$1,429,030 in CDBG funds for the 2006-2007 Action Plan Period. These funds will be used to support the following priorities, goals, budgets, and anticipated accomplishments:

HUD Goal	Funding %	Funding Amount
Decent Housing	50%	\$ 714,515
A Suitable Living Environment	45%	\$ 643,064
Expanded Economic Opportunities	5%	\$ 71,451
*2006-2007 Totals	100%	\$1,429,030

**Action Plan Activities:**

The items listed below represent the activities that the City of Miami Gardens will pursue in the 2006-2007 Action Plan period. These activities are listed under the five community priorities as defined by the City of Miami Gardens residents in the 2005 visioning process. A discussion of anticipated outcomes for each conceptual goal is follows:

1. Develop State of the Art Recreational Facilities and Services:

ACTIVITY	ACCOMPLISHMENT UNIT	GOAL
Youth Services	People Served	400

Priority projects in this category include support for public service activities that benefit youth populations. These activities will assist the City of Miami Gardens in moving closer to achieving its goal of developing state of the art recreational facilities and services for the residents of Miami Gardens.

2. Redevelop Blighted Commercial and Residential Areas:

ACTIVITY	ACCOMPLISHMENT UNIT	GOAL
Direct Homeownership Assistance	Households	20
Rehab; Single Unit Residential	Housing Units	20
Energy Efficiency Improvements	Housing Units	2
Homeownership Assistance (not direct)	People (Served)	400
Infrastructure Development	Businesses	1
Code Enforcement	People (Area Benefit)	5,000
CDBG Operation & Repair of Foreclosed Property	Housing Units	1

The priority projects in this category includes first-time homebuyer programs, housing rehab project befitting low to moderate income residents with a focus on energy efficiency, code enforcement activities to eliminate substandard and blighted influences, and commercial area infrastructure improvement .

3. Improve Maintenance of Storm Water Facilities:

ACTIVITY	ACCOMPLISHMENT UNIT	GOAL
Street Improvements	Public Facilities (Linear Feet)	1,000
Sidewalks	Public Facilities (Linear Feet)	400
Interim Assistance	People (Area Benefit)	1,000
Flood Drain Improvements	Public Facilities (Linear Feet)	200

Priority projects in this category include improvements to residential and commercial storm water draining facilities to address flooding issues citywide.

4. Develop Economic Development Programs:

ACTIVITY	ACCOMPLISHMENT UNIT	GOAL
Building Acquisition, Construction, Rehabilitation	Businesses	1
Commercial/Industrial Improvements	Organization	1

Priority projects in this category include Economic Development activities to improve blighted conditions within commercial corridors citywide.

5. Create Programs and Services for Elderly Residents:

ACTIVITY	ACCOMPLISHMENT UNIT	GOAL
Senior Services	People Served	250

Priority projects in this category include programming and services to assist elderly residents.

As a new municipality, the City of Miami Gardens will strive to use the Community Development Block Grant program to create successful partnerships among public and private sector entities. The delivery system for the Consolidated Plan programs is no exception. Communication and cooperation between the City of Miami Gardens Community Development Department and the partner agencies and organizations that administer activities is strong.

The City has identified potential gaps in the delivery system, which include the duplication of services among multiple not-for-profit agencies providing public services. The Community Development Department will attempt to address these gaps in the coming year by strongly encouraging partnerships among public service providers and by aggressively promoting the creation and designation of Community Housing Development Organizations and providing support and training to help these groups become more established and successful.

## General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.
3. Describe actions that will take place during the next year to address obstacles to meeting underserved needs.

Program Year 1 Action Plan General Questions response:

### 1. Geographic Areas of the Jurisdiction

The City of Miami Gardens was incorporated on May 13, 2003, as the 33rd city in Miami-Dade County. With a population of 105,414, it is the third largest city in the County. The City is located in North-Central Miami Dade County and covers an area of approximately 20 square miles. Miami Gardens borders Broward County to the north, the City of Miami Lakes and Unincorporated Miami Dade County to the west, the City of Opa-Locka to the south, and the City of North Miami Beach and Unincorporated Miami Dade County to the east.

The new City of Miami Gardens is comprised of seven communities identified as a Census Designated Places (CDP) in the 2000 Census: Andover CDP, portions of Carol City CDP, Scott Lake CDP, portions of Norland CDP, portions of Lake Lucerne CDP, Opa-Locka North CDP, and Bunche Park CDP. The City of Miami Gardens is an urban/suburban community that was heavily developed between 1950 and 1969. It is a solid, working and middle class community of unique diversity and holds the distinction of being the largest predominantly African-American municipality in the State of Florida. The City is 77% non-Hispanic Black, 16% Hispanic, 4% White non-Hispanic, and 3% other.

According to the 2000 Census, 11,151 households in the City of Miami Gardens earn less than 80% of the area median income or less and are therefore classified as low or moderate income by HUD. This represents about 38% of the citywide population for whom household income could be determined. Maps I-1 through I-4 in the 5 year Consolidated Plan document: (1) the City location, (2) the Community Designated Places that comprised the City in the 2000 census, (3) the CDBG priority areas by census block group and neighborhood and, (4) racial demographic by census block group.

## 2. Basis for Allocation of Funding

Because the primary national objectives of the Consolidated Plan programs are to benefit low-income and moderate-income residents, the City of Miami Garden's block grant program funds will be targeted to low-income and moderate-income neighborhoods and activities that benefit the City as a whole, the majority of whose residents are low or moderate-income.

### Target Areas:

The City of Miami Gardens has identified twelve (12) areas that have a low to moderate-income population of 51% or more. These areas will be designated CDBG priority areas for the purpose of program funding.

Area name	Census Tracts
Rainbow Park	000403-(1)(6), 000402-(2), 000501-(3)(1)
*Bunche Park	000403-(5), 000402-(3)(4)
Lake Lucerne	009904-(1), 00904-(9)
Brentwood & Vicinity	010002-(1)
Myrtle Grove & Vicinity	009400-(4)
LeJune Gardens & Vicinity	010006-(1)
Kings Gardens	010010-(2)
Cloverleaf Estates & Vacninty	009501-(9)
Eagles Landing/Leslie Estates	010002-(2)
Unidentified	009600-(2), 009902-(3)
*indicates neighborhood with greater than 70% low-mod income	



**Neighborhood Revitalization Strategy:**

According to the 2000 Census, more than 70% of the residents in the Bunche Park neighborhood are classified as low to moderate income. This area represents the highest concentration of low income residents citywide. As such, the City of Miami Gardens will work with area stakeholders, residents, businesses, and financial institutions to develop a neighborhood revitalization strategy to serve this area. If approved by HUD, this strategy will allow the City greater flexibility to provide economic incentives.

**Priority Needs:**

According to the Guidelines for preparing a Consolidated Plan Submission for Local Jurisdictions, the statutes for the formula grant programs set forth three basic goals against which the plan and the City's performance will be evaluated. As such, the City of Miami Gardens recognizes the following priority need categories for the five-year planning period. Relative priorities and target funding proportions were established through the synthesis of the needs information obtained through the plan development process. A core component of the public outreach in preparing this plan was to prioritize among a lengthy list of real needs given the limited amount of funding available through the Consolidated Plan programs. Table I-5: Prioritization of HUD Goals, contained in the 5 Year Consolidated Plan document lists the goals, specific objectives for each goal, and priorities.

**3. Obstacles to Meeting Underserved Needs**

The primary obstacle to meeting all of the identified needs, including those identified as priorities is the general lack of funding resources available to the public and private agencies who serve the needs of low-income and moderate-income residents. Due to the cycle of natural disasters over the last few years, federal, state, and local government budgets have been highly impacted in order to cover the cost of recovery. The 2004 and 2005 hurricane seasons cost the City \$1 million dollars (after FEMA reimbursements), which equals 75% of the City's municipal budget reserves.

As a result, in the three years since incorporation, the City has not been afforded the opportunity to develop a healthy reserve. These budgetary constraints have forced the City to make difficult decisions regarding the allocation of resources for programs in the community. In the upcoming years City leaders will have to balance the community's many needs against the implementation of fiscally responsible budgetary practices to establish a healthy reserve. These factors will limit the City's ability to fully fund all the program needs identified in the five year Consolidated Plan.

However, in the upcoming year the City will partner with various state, county and non-profit agencies with existing programs in the community to leverage the City's 2006 allocation.

## **Managing the Process**

1. Identify the lead agency, entity, and agencies responsible for administering programs covered by the consolidated plan.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.

Program Year 1 Action Plan Managing the Process response:

1. Lead Agency

As the entitlement grantee for the CDBG programs, the City of Miami Garden's Community Development Department is the lead agency for the development of this 2006-2007 Action Plan that outlines the proposed activities and expenditures under these programs. Community Development staff will also act as one of several public and private agencies that will administer the programs and activities under the plan. This Department will oversee economic development, community development, housing, lead paint abatement, and historic and urban renewal programs.

2. Plan Development Process

The City of Miami Gardens has embraced a process for the development of the five-year Consolidated Plan and the 2006-2007 Action Plan that included broad participation from the community. This process began with the creation of the City's Comprehensive Development Master Plan. At each step in the process care has been taken to ensure that low-income and moderate-income residents, members of minority groups, agencies involved in the provision of services to these populations, and others who are directly impacted by the programs and projects supported by the Consolidated Plan programs have been actively involved. Table I-6 in the 5 Year Consolidated Plan document lists all the organizations that were involved in the visioning process.

3. Enhanced Coordination

As stated above, the City of Miami Gardens has limited resources to address the many priorities identified by the community. As such, the City will work during the upcoming year to create partnerships with public and private housing agencies, health and social service providers to leverage the 2006 allocation.

## **Citizen Participation**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.

4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

Program Year 1 Action Plan Citizen Participation response:

#### 1. Citizen Participation Process

##### Encouragement of Citizen Participation:

The City of Miami Gardens will enable its citizens to participate in the development of its Consolidated Plan, Annual Action Plan, and any substantial amendments to the Consolidated Plan and required Consolidated Annual Performance and Evaluation Report (CAPER). The City will encourage participation by low and moderate-income persons, particularly those living in slum and blighted areas of the City, as defined by HUD, and in areas where CDBG funds are proposed to be used. Particular efforts will be made to encourage participation by residents of predominantly low and moderate-income neighborhoods.

In addition, it is expected the City will take steps to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with disabilities. The City will provide translation services for any public meeting or public hearing, if the request for such services is requested four days in advance of the meeting. In addition, all meetings will be conducted in areas that are accessible to persons with disabilities.

The City will encourage the tenants of the Miami Dade Housing Agency to participate in the process of developing and implementing the City's Consolidated Plan and Annual Action Plan, along with other low income residents of targeted revitalization areas in which the developments are located. The City shall provide information to these residents about the consolidated plan activities so that the local housing authorities can make this information available at their facilities.

##### Citizen Input:

The City, on an annual basis, will make available to citizens, public agencies, and other interested parties, information that includes the amount of assistance the City expects to receive, including specific grant funds, available unspent prior years funds, and related program income. The City will also disclose the range of activities that may be undertaken including the estimated amount that will benefit persons of low and moderate income.

##### City's Notification Requirement Regarding Draft Plan Availability:

A notification will be advertised a minimum of two (2) times in a local newspaper of general circulation to inform the public that a draft Consolidated Plan, or draft annual Action Plan is available to examine and subject to public comment. The notification will provide a summary of the proposed Consolidated Plan, or Annual Action Plan, and describe the contents and purpose of the particular plan. The notice will also be posted on the City's home page ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) and on bulletin boards at the locations below. The public notice will state that copies of the particular Plan will be available for review on the City's website and at the following locations for thirty days:

City of Miami Gardens City Hall  
1515 NW 167 Street, Building 5, Suite 200  
Miami Gardens, FL 33169

North Dade Regional Library  
2455 NW 183rd Street  
Miami Gardens, FL 33056  
Tel. 305 625-6424

Parks and Recreation Department  
Cloverleaf Park  
303 NW 178 Street  
Miami Gardens, FL 33169

**Citizen Response Time Frame:**

The City will make the Plan public, and upon request in a format accessible to persons with disabilities. The City will provide the citizens a reasonable opportunity to comment on the Plan, and on any amendments to the Plan as defined by this Citizen Participation Plan. The City will consider any comments or views of citizens received in writing, or orally, at any of the public hearings, or during the 30-day public review and will address those comments in the preparation of the final consolidated plan or annual action plan. The City will include any written or oral comments in the final Consolidated Plan or Annual Action Plan submitted to HUD. The City will also make copies of the draft plan, and final plan available to the general public, at no cost on the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)). Hard copies will also be available upon request.

**Amendments:**

The City will amend its approved plan whenever it makes one of the following decisions:

1. To make a change in the goal, priority, or activity of the Consolidated Plan; or
2. To carry out an activity, using funds from any program covered by the Consolidated Plan (including program income), not previously covered in the Action Plan; or
3. To change the purpose, scope, location, or beneficiaries of an activity included in the annual action plan.

Each amendment must be authorized by the City Manager or his designee, and submitted to HUD. All amendments will also be made public by posting at the City Hall, and on the City of Miami Garden's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)). Amendments involving at least \$50,000 will also be advertised in the local newspaper. The amendment may be implemented immediately after submitting it to HUD and making it public. A substantial amendment to the Consolidated Plan or annual Action Plan is defined by the City as a transfer between two or more plan activities that is greater than 20% of the CDBG program funds.

Substantial amendments to the Plan will need to be presented to the City of Miami Gardens City Council for their review and approval. The public will also be notified by advertising the amendment in the local newspaper. The advertising of the substantial amendment will begin a thirty (30) day citizen review and comment period. The City will consider any comments or views of citizens received in writing, or orally during the comment period, and will be submitted to HUD, and made available at City Hall, the North Dade Regional Library, and the Parks and Recreation Department. The City Manager will submit to HUD, a letter authorizing the amendment after the thirty-day comment period, and will implement the amendment at that time.

**Performance Report:**

At the end of each program year, a Comprehensive Annual Performance and Evaluation Report (CAPER) must be submitted to HUD. The CAPER gives an actual account of the activities that occurred during the previous program year, and how the City maintained and expended the funds outlined in the annual Action Plan for that program year.

Upon completion of the CAPER, and at least fifteen (15) days prior to its submission to HUD, the City will make the report available to the general public for a fifteen (15) day public review and comment period. Any comments received from the general public will be included in CAPER submitted to HUD.

The City will hold two public hearings to adopt the CAPER. The hearings shall be advertised in a newspaper of general circulation throughout the area(s) eligible to receive funds under the programs advertised, and shall be advertised at least one week in advance, and on two (2) occasions prior, to the public review period. Each public hearing notice must include the availability of an interpreter if a significant number of non-English speaking or hearing-impaired persons are expected to participate at the hearing. It will be the responsibility of the residents to notify the City at least four (4) days in advance of the hearing if interpreter services are needed. Each public hearing notice will indicate this policy and provide a telephone number to contact the City. The notice and the draft CAPER will also be made available to the public via the City's website ([www.miamigardens-fl.gov](http://www.miamigardens-fl.gov)) at least two weeks prior to the hearing date.

The City will consider any comments or views of citizens received in writing, or orally at the public hearings. The second hearing will be held in tandem with the publication of the draft Annual Action Plan, this hearing will begin the required 30-day HUD review and comment period for the Annual Action Plan.

**Access to Records:**

The City will provide citizens, public agencies and other interested parties access to information and records relating to the City's Consolidated Plan and the City's use of funds for the CDBG funds. Citizens will be able to download program information, action plans, and the consolidated plan documents from the City's website. In addition, citizens will be able to request hard copies or to meet with City staff to go over the records.

Technical Assistance:

The Community Development Department will provide technical assistance to groups representative of persons of low and moderate income that request such assistance in developing proposals for funding assistance under any of the federal or state programs covered by the Consolidated Plan. The level and type of assistance will be determined by the Community Development Department, but shall not include the provision of funds to any person, group, or agency.

Complaints:

Citizens with complaints related to the Consolidated Plan, amendments, and the Annual Performance Reports must submit the complaint in writing to:

City of Miami Gardens Community Development Department  
1515 NW 167th Street, Building 5, Suite 200  
Miami Gardens, FL 33169  
Attention: Director

If the complaint is given orally, the person initiating the complaint must schedule a meeting with the Director at the above-mentioned address and a formal complaint letter will be transcribed. The person must sign the letter and submit an address for response. Upon receipt of the written complaint, the Community Development Department staff will respond to the complaint in writing within fifteen working days. A meeting to discuss the complaint must be scheduled by the person initiating the complaint.

Use of the Citizen Participation Plan:

The requirements for citizen participation do not restrict the responsibility or authority of the jurisdiction in the development and execution of the City's Consolidated Plan.

## 2. Summary of Citizen Comments

In collaboration with the South Florida Regional Planning Council, Institute for Community Collaboration, the City of Miami Gardens held two public hearings to obtain citizen input on the draft 5 year consolidated plan as well as the 2006 Action Plan. The public hearings were held at City Hall. The agenda for each public hearing was the same: a brief presentation by City Staff followed by questions, answers, and comments from citizens.

Each group was briefed by Community Development Department staff, on the City's Draft HUD 5-Year Consolidated Plan and the 2006 Action Plan for the resources that will be available to the City for the fiscal year beginning in October 2006. Following the presentation, the public was invited to ask staff questions and provide comment. What follows is a transcription of the questions, answers, and comments pertinent to the First Year Action Plan received at each public hearing hearing:

Where is job placement in this process?

Staff Response: Those services would be provided under Youth and Senior Program Support

Jobs are critical to the City's health and success, funding for job placement is very limited. City should work with existing service providers.

Staff Response: Since resources are so limited, the City intends to work with eligible service providers

What is the Livable Neighborhood Program? What will be funded under that?

Staff Response: This program is intended to cover needed physical improvements to neighborhood infrastructure such as streets, lighting, drainage, sidewalks, etc.

What is housing rehab for seniors? Grants or Loans?

Staff Response: The program may have both grants and deferred loan options. The likely types of improvements would be those that deal with life safety, code enforcement, weatherization, and energy improvements.

How will the dollars be distributed in the Livable Neighborhoods program?

Staff Response: The City would like to make a visible impact with these funds, so activity may be concentrated in the eligible target areas rather than spread thinly across the City.

Will the Homeownership Assistance include first time buyers?

Staff Response: Assistance for first time homebuyers will be included. These programs use income to determine eligibility.

What did you mean by a “deferred loan program”?

Staff Response: An example would be if a homeowner was loaned \$10,000 for home improvements. Once those improvements were complete, if the house was sold before an agreed-upon period of time, the loan would have to be repaid. However, if the homeowner remained in the home for longer than that agreed-upon period of time, the loan could be partially or even totally forgiven. Again, the details are not settled yet, this is just an example of how something like that could work.

Will these be new programs?

Staff Response: Yes, in the sense that the City has never had a Community Development Department or these kinds of programs before. However, the City plans to work with existing successful programs that are eligible to receive these kinds of funds instead of starting everything from scratch.

How will Homeowners Associations qualify for funding? Who makes the decision about which groups to fund?

Staff Response: City staff will make recommendations to the City Council. The Council will make funding decisions. That will be done after public meetings.

Are faith-based organizations eligible for funding?

Staff Response: Yes other nonprofits may be eligible too. The City intends to partner with existing organizations when possible.

Will the City’s money in Youth and Senior Program Support be used at the recreation center at 199th and 32nd?

Staff Response: No, that is a County project using County funds.

What about neighborhood lighting programs? Who would be eligible? Some HOAs have tried to go through the County’s special lighting district program but haven’t been able to qualify. How could HOAs get help with this?

Staff Response: We’re not sure, but will look into the possibilities.



Some existing housing rehab programs are grants, not loans. Please consider that option as well for everyone, not just seniors.

We need a program for those who are on fixed incomes that may not qualify for the low / mod income levels.

Can you provide any details about the Housing Rehab program?

Staff Response: The funds will be awarded to rehab individual homes, maximum amount granted to each homes has not been defined yet.

What about supportive housing?

Staff Response: At this time the City is not recommending lots of supportive housing because of the small allocation for FY 06-07. In the future, the City will consider that issue though.

When the money is spent and the improvements done, will there be follow up training on how residents should maintain the improvements?

Staff Response: Yes, homeowner and neighborhood education on maintenance and other issues will be important

What is the timing for the funding?

Staff Response: The City has been allocated \$1.4 million for fiscal year 2006-07 which runs from October 1, 2006 to September 30, 2007. The money must be spent in that time.

Will first time homebuyers programs be a part of this?

Staff Response: Yes, eligibility would depend on income, but the funds could be used city-wide.

### 3. Efforts to Broaden Participation

The components of the citizen participation plan discussed above have been designed with the explicit intention of accommodating and encouraging participation by low and moderate-income residents, residents of low and moderate income neighborhoods, members of minority groups, persons with limited English skills, and persons with disabilities.

Finally, plan development consultations included specific targeted outreach to service providers, homeowners associations, faith-based organizations, and the business community. These consultations necessarily involved the active participation of members of minority groups, low and moderate-income individuals, persons with limited English skills, and individuals with disabilities.

### 4. Explanation of Comments not accepted

Not Applicable to First Year Action Plan

## **Institutional Structure**

1. Describe actions that will take place during the next year to develop institutional structure.



Program Year 1 Action Plan Institutional Structure response:

1. Institutional Structure

The City of Miami Gardens Community Development Department is the lead administrative agency for the Consolidated Plan programs. The Department provides fiscal and regulatory oversight of all CDBG, funding sources as well as other Federal and State grants for housing, economic, and community development.

The City of Miami Gardens City Council acts as the final authority for the appropriation of funds for Annual Action Plan activities under the Consolidated Plan grant programs, following the recommendations of the City Manager.

Within each of the priority funding areas, activities will be completed and managed by a diverse team of public, private, not-for-profit, and institutional partners. The lists below identify some of the principal partners for each priority funding area.

Decent Housing - Programs in Support of this Goal:

Housing Rehabilitation Program: Housing rehab assistance for low to moderate income residents Citywide with a focus on energy efficiency and weatherization. Program may include acquisition of foreclosed property for repair homes to be made available to low to moderate income residents.

Homeownership Assistance Program: Provide both direct and in-direct homeownership assistance and training to low to moderate income residents city-wide.

Program Partners:

- Miami Dade Housing Agency
- City of Miami Gardens Building Services Division
- City of Miami Gardens Code Enforcement Division
- City of Miami Gardens Community Development Department

Suitable Living Environment -Programs in Support of this Goal:

Livable Neighborhood Program: Funds improvements to residential and commercial storm water drainage facilities, roadways lighting, and landscaping to address flooding, and safety issues city-wide.

Youth and Senior Services: provides funding support for public service activities that benefit youth and assist elderly residents.

Program Partners:

- City of Miami Gardens Public Works Department
- City of Miami Gardens Parks and Recreation Department
- Miami Dade Police Department
- City of Miami Gardens Building Services Division
- City of Miami Gardens Code Enforcement Division
- City of Miami Gardens Community Development Department
- Homeowners Associations
- Faith Based Organizations

Expanded Economic Opportunities - Programs in Support of this Goal:

Commercial Redevelopment Program: Provides funding to improve commercial corridors throughout the City.

Program Partners:

- Beacon Council
- City of Miami Gardens Chamber of Commerce
- Miami Dade Office of Community and Economic Development

Consolidated Plan Delivery System:

As a new municipality, the City of Miami Gardens will strive to use the Community Development Block Grant program to create successful partnerships among public and private sector entities. The delivery system for the Consolidated Plan programs is no exception. Communication and cooperation between the City of Miami Gardens Community Development Department and the partner agencies and organizations that administer activities is strong.

The City has identified potential gaps in the delivery system, which include the duplication of services among multiple not-for-profit agencies providing public services. The Community Development Department will attempt to address these gaps in the coming year by strongly encouraging partnerships among public service providers to prevent duplication and increase service levels. The Department will also aggressively promote the creation and designation of Community Housing Development Organizations and providing support and training to help these groups become more established and successful.

## Monitoring

1. Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

Program Year 1 Action Plan Monitoring response:

1. Monitoring

The City of Miami Gardens Community Development Department shall conduct a quarterly on-site monitoring visit for each sub-recipient during the program year. New sub-recipients may be visited more frequently in order to assist with questions and check on program progress. A monitoring schedule will be prepared and the sub-recipient visits will be prioritized by determining if any organizations are considered high risk, i.e., new to the CDBG program—first year as a sub-recipient; high staff turnover—especially in key positions; carrying out high-risk activities, such as economic development and/or conducting multiple CDBG activities for the first time.

The quarterly monitoring visits include the following: First, the assigned monitor contacts the agency to explain the purpose of monitoring and schedules a date and time for the on-site visit. Once this is completed, a confirmation letter is sent before the scheduled visit to confirm all aspects of the monitoring and to explain what can be expected. In preparation for the monitoring visit, the monitor will review all written data on file for the sub-recipient, such as application for CDBG funding, written agreement and amendments, monthly reporting requirements, documentation of previous monitoring, and copies of audits.

During the actual visit, a thorough review of the sub-recipient's files ensures they comply with all regulations governing their administrative, financial and programmatic operations and that they are achieving their performance objectives within schedule and budget. A clear written record of the on-site visit is kept by using one or more of the City's monitoring checklists. The assigned monitor will fill out the form during the visit.

At the end of the visit, the monitor concludes the visit by reviewing the tentative conclusions from the monitoring. At this point, there will be a clear understanding between the monitor and sub-recipient of the areas of disagreement and agreement regarding the monitoring results. Once the on-site visit is completed, the monitor prepares a formal written letter describing the results of the visit, providing recognition of the sub-recipient's strengths and weaknesses. A copy of this letter is kept on file with the sub-recipient's grant agreement and monthly reports.

If the sub-recipient is experiencing problems or is failing to comply with regulations, these issues will be specifically outlined in the monitoring follow-up letter, along with recommendations or requirements to address and rectify the problems. If a concern or finding is issued for noncompliance with Federal rules and regulations, the monitoring follow-up letter will provide recommendations on how the situation can be remedied, but no additional action is required. When a finding is issued, the monitoring follow-up letter will identify a deadline for when the specific issues must be corrected. The monitor will then follow-up with the organization to make sure the corrections have been made.

For situations in which the recommended corrections have not been made, the organization will be placed on a probationary period, which must be approved by the Community Development Director, until the issues have been rectified and the sub-recipient is once again in compliance with Federal regulations and the grant agreement.

## **Lead-based Paint**

1. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families.

Program Year 1 Action Plan Lead-based Paint response:

1. Lead Based Paint Evaluation and Reduction in Housing Policies and Programs

The City of Miami Gardens will use a portion of the CDBG allocation to establish a Housing Rehabilitation Program. As a part of the basic inspection for participation in the Housing Rehabilitation Program each participating residence will be tested for lead based paint. Applicants for the Housing Rehabilitation Program found to have lead based paint will receive priority funding status for the cost of remediation.

## HOUSING

### Specific Housing Objectives

\*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Program Year 1 Action Plan Specific Objectives response:

#### 1. Housing Objectives

The following table outlines the specific Housing accomplishment goals that the City of Miami Gardens hopes to achieve over the 2006-2007 Action Plan period.

ACTIVITY	ACCOMPLISHMENT UNITS	GOAL
Direct Homeownership Assistance	Households	20
Rehab, Single-Unit Residential	Housing Units	20
Energy Efficiency Improvements	Housing Units	2
Homeownership Assistance (not direct)	People (Served)	400

#### 2. Use of Resources

As a new municipality the City of Miami Gardens is working to secure various funding streams to enhance our CDBG programs. Currently, the City of Miami Gardens is working with the State through the Florida Housing Finance Corporation to obtain State Housing Initiative Partnership dollars (SHIP), and HOME program funds.

Since this is the City's first year as an entitlement agency, the City does not have the benefit of being able to draw from historical data to estimate other revenue that would supplement the CDBG program. However, the City is in the process of negotiating with the various agencies to determine the level of funding that can be pooled with CDBG dollars maximize program opportunities.

## Needs of Public Housing

1. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.
2. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.

Program Year 1 Action Plan Public Housing Strategy response:

### 1. Partnership with Public Housing Agency

The Miami Dade Housing Agency (MDHA) encourages public housing residents to become more involved in the management of the housing developments and to participate in homeownership through its Family Self-Sufficiency (FSS) program. MDHA has also implemented a Section 8 homeownership program to provide section 8 participants the opportunity to purchase a home. The housing agency also offers a variety of homeownership programs to low and moderate income families through its Development and Loan Administration Division and New Markets Division. Homeownership programs include: Surtax, State Housing Initiative, HOME, and infill programs.

The City will partner with MDHA to expand the education component of the FSS program. The City will work with MDHA to provide FSS participants additional training on the responsibilities of homeownership and finances in an effort to increase homeownership rates among public housing residents.

### 2. Troubled Designation

Not applicable

## Barriers to Affordable Housing

1. Describe the actions that will take place during the next year to remove barriers to affordable housing.

Program Year 1 Action Plan Barriers to Affordable Housing response:

### 1. Barriers to Affordable Housing

The City of Miami Gardens has experienced a tremendous increase in housing prices (120%) over the past five years. This urban community is 98% built out with a forecasted 8% increase in population growth by 2010. In addition, the recent cycle of natural disasters throughout the country has created a critical shortage of both labor and materials, thereby driving up the cost of construction nationwide.

As a new municipality, the City of Miami Gardens had to adopt many of the Land Development Regulations and zoning codes of Miami Dade County. These regulations are in effect until the City completes the lengthy statutory and public participation requirements associated with creating a code specifically for Miami Gardens. While the current codes are appropriate for planning on a countywide level, they lack some of the flexibility and creativity that can be applied by a smaller unit of government. These regulatory barriers can be time consuming and costly to private development and may in some cases result in higher development costs.

#### Strategy to Remove Barriers

The City of Miami Gardens is now in the process of establishing new comprehensive plan and associated land development regulations specific to the City. In recognition of the impact that regulatory requirements have on the cost of development, the City of Miami Gardens has developed goals, objectives, and policies to address affordable housing issues in the City. These policies will guide all future growth management policies established by the City. The goals are as follows:

Objective 1.2 Affordable Housing Incentives: Provide incentives to assist in the provision of affordable housing.

Evaluation Measure #1: Adoption of land development regulations and appropriate policies that assist private developers with providing affordable housing.

Evaluation Measure #2: Number of new affordable housing units.

Policy 6.2.1 Through the comprehensive planning process and the land development regulations, streamline the permitting process providing for efficient review with minimal delays and waiving or reducing costs for development with a substantial affordable housing component.

Policy 6.2.2 Offer technical assistance and referral services to applicants interested in developing affordable housing opportunities.

Policy 6.2.3 By June 2008, investigate the feasibility of using inclusionary zoning to encourage or require a certain percentage of dwelling units of new development or redevelopment to be set aside for low or moderate-income housing.

Policy 6.2.4 Consider awarding density and height bonuses for the provision of workforce housing in new developments, on infill sites, or within mixed-use developments as referred to in the Future Land Use Element.

Policy 6.2.5 Encourage the development of rental housing alternatives for family households.

Policy 6.2.6 By June 2008, examine the feasibility of adopting a mixed income ordinance that requires any new mixed-use development exceeding a specific threshold of units to include an affordable component.

Policy 6.2.7 Develop incentive programs in conjunction with a Community Design Element of the Comprehensive Development Master Plan for increasing residential housing densities and providing enhanced urban amenities with funding programs for multistory parking, combining public open space, shared parking areas for use in high density/intensity projects and other similar techniques and mechanisms.

## **HOME/ American Dream Down payment Initiative (ADDI)**

1. Describe other forms of investment not described in § 92.205(b).
2. If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.
3. If the PJ will use HOME funds to refinance existing debt secured by multifamily housing that is that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:
  - a. Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.
  - b. Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.
  - c. State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.
  - d. Specify the required period of affordability, whether it is the minimum 15 years or longer.
  - e. Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e)(2) or a Federally designated Empowerment Zone or Enterprise Community.
  - f. State that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.
4. If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:
  - a. Describe the planned use of the ADDI funds.
  - b. Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.
  - c. Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers.

Program Year 1 Action Plan HOME/ADDI response:

Not Applicable



## HOMELESS

### Specific Homeless Prevention Elements

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook.

1. Sources of Funds—Identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state and local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.
2. Homelessness—In a narrative, describe how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.
3. Chronic homelessness—The jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.
4. Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.
5. Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how, in the coming year, the community will move toward such a policy.

Program Year 1 Action Plan Special Needs response:

#### 1. Source of Funds

The Homeless Trust pools the Entitlement Jurisdiction funds for all of Miami-Dade County to provide a wide variety of Homeless Assistance Programs. The City of Miami Gardens along with the cities of Miami, Miami Beach, Hialeah, and North Miami has joined in partnership with the Miami Dade County Homeless Trust to provide countywide Homeless Assistance Services. These funds will go directly to Miami Dade County for regional distribution.

The City of Miami Gardens has mirrored the priorities of the Homeless Trust as its regional service provider. The table below outlines the relative priorities of various categories of homeless needs within the Continuum of Care. Activities that are identified as "Medium" priorities will likely receive Consolidated Plan funding if the applicable formula grants to the City of Miami Gardens are increased during the next five years. Activities that receive a "Low" priority will not receive Consolidated Plan funding over the next five years without an amendment to this Consolidated Plan.



A "Low" rating does not necessarily diminish the importance of these activities or indicate that there is no need for them in the City. Many activities that are assigned a "Low" priority for CDBG funding are nevertheless important needs for the community or high priorities for other sources of funding. Some activities receive "Low" ratings if they are funded under the County's programs, if the Consolidated Plan funding would be insufficient to have a meaningful impact on these needs, or if adequate funding them would result in minimal output or outcome accomplishments relative to the amount of funds expended at the expense of other priority programs.

Table III-4: Priority Homeless Needs Funding

Housing Continuum of Care	Individuals	Families	Funding source
Emergency Shelter	Low	Low	Other, County
Transitional Housing	Low	Low	Other, County
Permanent Supportive Housing	Medium	Medium	Other, County
Chronically Homeless	Medium	Medium	Other, County

## 2. Homelessness

As required by HUD each jurisdiction must develop a local continuum of care plan, The City of Miami Gardens in partnership with Miami Dade County Homeless Trust operate under the Miami-Dade County Community Homeless Plan. The Miami-Dade County Homeless Trust serves as the lead agency implementing a countywide strategy to serve homeless individuals and families throughout our community. The Homeless Trust pools the entitlement jurisdiction funds for all of Miami-Dade County to provide a wide variety of Homeless Assistance Programs. The City of Miami Gardens, along with the Cities of Miami, Miami Beach, Hialeah, and North Miami has joined in partnership with Miami Dade County Homeless Trust to provide countywide Homeless Assistance Services.

Each year the Homeless Trust meets with all of its entitlement partners to establish funding priorities for the upcoming year. The City of Miami Gardens in partnership with the Miami Dade Homeless Trust established the priority homeless needs identified in this plan.

## 2. Chronic Homelessness

Chronic Homelessness Strategy:

A. Carry out activities identified in 10 Year Plan to End Homelessness, adopted in December, 2004 more specifically outlined below:

B. Coordinated Outreach to the Chronically Homeless- In April, 2005, the Miami-Dade County Homeless Trust executed a contract with Citrus Health Network for a County-Wide Chronic Homeless Outreach program based on the Philadelphia Model Coordinated Outreach Program which includes coordination between all outreach teams, licensed clinical staff, and a psychiatrist. This program is identifying and tracking all chronically homeless people in our Continuum of Care (CoC) via Homeless Management Information Strategies (HMIS) (including wireless laptop computers for outreach teams immediate HMIS access and referral services in the field), and providing; targeted assessment, clinical, and primary health services, placement of clients into appropriate permanent supportive housing and treatment. All homeless outreach teams now have access to reciprocal information, which allows all of them to focus their efforts on target outreach services to specific individuals experiencing chronic homelessness. Additionally, the contract calls for the identification, by name, of all chronically homeless individuals in Miami-Dade County.

C. Housing First – The Homeless Trust made funding Housing First, and other models serving the chronically homeless population the number one funding priority of new programs in this application.

D. General Obligation Bond- In November, 2004, the voters of Miami-Dade County overwhelmingly passed a General Obligation bond . The Bond included \$15 million in funding over the next 15 years specifically for the Homeless Trust, to be utilized for capital for permanent supportive housing. These units are earmarked for individuals experiencing chronic homelessness.

E. Expanded Safe Havens - At present, the continuum has two Safe Havens located in diverse geographic areas. The Safe Haven model has proven highly effective in engaging the chronic homeless, especially those who are also impacted by mental illness. The Homeless Trust has been supportive and instrumental in obtaining \$1 million in capital funding from the County's Office of Community and Economic Development, and \$700,000 in operational funding from HUD to fund the relocation of Camillus House to a safe haven model. The Camillus House is a homeless shelter provider, serving a high percentage of chronically homeless individuals by offering overnight emergency shelter and a soup kitchen in downtown Miami. This relocation will allow chronic homeless individuals to be served in an indoor, low demand 125 bed open space Safe Haven, combined with mental health and substance treatment beds.

F. Jail Discharge Services – Improve discharge planning from systems most impacted by chronic homelessness, such as local jails, crisis units and hospitals: Misdemeanor arrests account for more than 60% of all homeless arrests. Often, homeless detainees are given "credit for time served," resulting in a very quick revolving door in and out of the criminal justice system. A highly successful jail outreach/discharge program targeting those individuals at release, primarily those released within 1-3 days of arrest, has been implemented inside the County Jail where all releases of homeless individuals are made. Outreach staff are co-located at the Jail and attend arraignments, bond hearings, work with the public defenders and court disposition specialists to identify chronic homeless individuals. Local Judges, the Public Defenders and the State Attorney's Office, and the Corrections and Local Law enforcement departments are all involved. This program provides transportation, assessment, case management, emergency housing, and access to the local Continuum of Care. This program is also tracking recidivism and following up on client placements.

G. Criminal Justice Program- Through the efforts of a Homeless Trust Board member, Judge Steve Leifman, a highly successful and nationally recognized best practice model links chronically homeless mentally ill individuals meeting Baker Act criteria (voluntary/involuntary commitment) with case management, crisis stabilization services, and outplacement services into mental health crisis beds funded via the Homeless Trust. This program also provides crisis intervention team training to local police officers to encourage the appropriate treatment of mentally ill individuals and reduce harm to all involved. This program reduced recidivism from 1196 people a year prior to this program, to 70 people after the first year of implementation. A SAMHSA grant has been implemented providing case management and evaluation of this best practice model.

H. HMIS- HMIS will offer access and linkages to the criminal mental health project, via a Health Foundation Grant and cooperative agreement, will allow a "super-case manager" to track chronically homeless clients across criminal justice, mental health, substance abuse, crisis stabilization units, and the Homeless Continuum of Care. Client Outcomes, cost analysis, and recidivism, will be evaluated via Florida International University.

I. A Mental Health Drop In Center - located in an area of high concentration of individuals experiencing chronic homelessness increased contact with case management services, with 651 individuals served since inception.

J. Regional Planning Efforts- The Homeless Trust's Executive Director participates in the Florida Coalition for the Homeless Regional Planning Committee that is addressing regional strategies for the 10 year plan to end homelessness, local, regional and state strategies toward funding supportive housing.

K. State Legislative Budget Request- The Homeless Trust has submitted a \$1 million Legislative Budget Request to fund long term supportive housing initiatives for chronically homeless people with mental health/co-occurring disorders. This request is of course subject to the approval of the State Legislature and Governor.

L. Arrest Information- In order to better track and offer services to chronically homeless individuals, the Homeless Trust is working with the Department of Corrections, the State Attorneys Office, and local law enforcement to modify the arrest forms to indicate whether a person is homeless at the time of arrest. This change, which was just agreed upon, will help identify homeless people upon entrance into the criminal justice system and will assist in discharge planning for those individuals.

M. Florida Assertive Community Treatment (FACT) Team- The Florida Department of Children & Families administers two FACT teams, with a third dedicated FACT team designed to provide intensive wrap-around services and housing allowances, to homeless individuals who are severely mentally ill, and those who are mentally ill with addiction disorders.

#### 4. Homelessness Prevention

Through the Countywide Homeless Hotline, individuals and families at risk of homelessness are

assessed and provided with or linked to appropriate services, including but not limited to: case management, rental assistance, mortgage assistance, utility assistance, and other services. FEMA funds available through the Emergency Food and Shelter Board, used for the same purpose. The Greater Miami Prosperity Campaign via the Human Services Coalition provides Tax and Earned Income Tax Credit Assistance to individuals residing in Miami Dade County Homeless Assistance Centers and in One Stop locations .

#### 5. Discharge Coordination Policy

The Homeless Trust currently has executed interagency agreements with; the Department of Children & Families for youth exiting foster care, the 11th Judicial Circuit for mentally ill homeless individuals exiting jail who are homeless upon discharge, and outreach and assessment services at the County Jail, where all individuals who are deemed homeless upon arrest are discharged. These strategies are in place to ensure that individuals discharged from these other systems of care are not homeless upon release. The County's 10 Year Plan to End Homelessness has as a goal the development of a Memorandum of Understanding between the Homeless Trust, the Depart of Children & Families, the Courts, the Department of Corrections and the Public Health Trust ensuring that the discahrge of individuals discharged from these systems is coordinated and does not result in homelessness.

### Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

Program Year 1 Action Plan ESG response:

Not Applicable

## COMMUNITY DEVELOPMENT

### Community Development

\*Please also refer to the Community Development Table in the Needs.xls workbook.

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), public facilities, public improvements, public services and economic development.

2. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

\*Note: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

#### Program Year 1 Action Plan Community Development response:

##### 1. Priority Community Development Needs

As defined in the City of Miami Garden's mission statement, the city's core community development needs are those activities that enhance the quality of life through the efficient and professional delivery of public services. The City is committed to fostering civic pride, participation and responsible economic development for the community, and as such the City anticipates using Community Development Block Grant (CDBG) funding to support programs to:

Develop of state of the art recreational facilities and services:

CDBG and other funding will be used to improve recreational programs and facilities in the Community. Priorities will be placed on projects that improve streets, install sidewalks and provide for pedestrian safety, redevelop parks, plant trees, and create new recreational facilities in low to moderate-income neighborhoods.

Redevelop blighted commercial and residential areas:

CDBG and other funding will be used to strengthen, preserve, and enhance the physical character of and quality of life in City of Miami Gardens neighborhoods, Designated funding will be used to improve the housing stock, and the public infrastructure and facilities, with particular emphasis on the low-income and moderate-income neighborhoods. In addition, code enforcement for existing residential and commercial buildings will be emphasized, so deteriorating properties do not have a detrimental influence on the neighborhoods. Finally, homeownership programs will be supported to help improve community stability by maintaining homeownership rates in the City.

Improve maintenance of storm water facilities:

Funds will be used to address the lack of storm water facilities, hydraulically inadequate storm water facilities, low lying structures, and locations that have been subject to inadequate system maintenance prior to the incorporation of the City of Miami Gardens. These priorities have been identified in the Storm Water Master Plan, which is the City's program of action for solving storm water management problems throughout the City and in low to mod neighborhoods in particular.

**Develop an Economic Development Programs:**

The City will provide training, education, and employment opportunities to help expand Miami Garden's workforce, particularly by lifting low income and moderate-income residents into stronger positions in the evolving economy. Particular emphasis will be placed on programs that cultivate entrepreneurship and create opportunities for larger-scale job creation through site assembly, environmental remediation, building rehabilitation, infrastructure development, technical assistance, and assistance to businesses.

**Create programs and services for elderly residents:**

CDBG and other funding will be used to implement programs to assist elderly low to moderate income residents with housing rehabilitation and weatherization.

See Table IV-1: Public Facilities and Improvements Priorities

See Table IV-2: Public Services Priorities

See Table IV-3: Housing, Economic Development, & Historic Preservation Priorities

**2. Specific Long Term and Short Term Objectives**

The activities listed above received a high, medium and low priority ranking during the visioning and focus group exercises conducted in support of the Consolidated Plan. Accomplishment goals have been established for those activities that received a high priority ranking. The following tables consistent with HUD Community Development Need Table provide the specific output accomplishment goals for each activity. These activities are listed under the five community priorities as defined by the City of Miami Gardens residents in the 2005 visioning process. Because funding for "medium" and "low" priority activities is not expected to be available, accomplishment goals have not been provided. The accomplishment goals represent the activities anticipated in the 2006-2007 Action Plan period. A discussion of anticipated outcomes for each conceptual goal is follows:

**1. Develop State of the Art Recreational Facilities and Services:**

Activity	Accomplishment Unit	Goal
Youth Services	People Served	400

Priority projects in this category include support for public service activities that benefit youth populations. These activities will assist the City of Miami Gardens in moving closer to achieving its goal of developing state of the art recreational facilities and services for the residents of Miami Gardens.

**2. Redevelop Blighted Commercial and Residential Areas:**

Activity	Accomplishment Unit	Goal
Direct Homeownership Assistance	Households	20
Rehab; Single Unit Residential	Housing Units	20
Energy Efficiency Improvements	Housing Units	2
Homeownership Assistance (not direct)	People (Served)	400

Infrastructure Development	Businesses	1
Code Enforcement	People (Area Benefit)	105,000
CDBG Operation & Repair of Foreclosed Property	Housing Units	1

The priority projects in this category includes first-time homebuyer programs, housing rehab project benefiting low to moderate income residents with a focus on energy efficiency, code enforcement activities to eliminate substandard and blighted influences, and commercial area infrastructure improvement .

### 3. Improve Maintenance of Storm Water Facilities:

Activity	Accomplishment Unit	Goal
Street Improvements	Public Facilities (Linear Feet)	1,000
Sidewalks	Public Facilities (Linear Feet)	400
Interim Assistance	People (Area Benefit)	5,000

Priority projects in this category include improvements to residential and commercial storm water draining facilities to address flooding issues citywide.

### 4. Develop Economic Development Programs:

Activity	Accomplishment Unit	Goal
Building Acquisition, Construction, Rehabilitation	Businesses	1
Commercial/Industrial Improvements	Organization	1

Priority projects in this category include Economic Development activities to improve blighted conditions within commercial corridors citywide.

### 5. Create Programs and Services for Elderly Residents:

Activity	Accomplishment Unit	Goal
Senior Services	People Served	250

Priority projects in this category include programming and services to assist elderly residents.

## Antipoverty Strategy

1. Describe the actions that will take place during the next year to reduce the number of poverty level families.

Program Year 1 Action Plan Antipoverty Strategy response:

## 1. Antipoverty Strategy

The City of Miami Gardens Anti-Poverty Strategy describes the programs and policies, that will be utilized to reduce the number of households with incomes below the poverty line, in coordination with affordable housing efforts. The Department of Community Development will deploy a strategy responsive to the needs of low-income citizens and disadvantaged populations throughout the City.

The Department of Community Development will further the U.S. Department of Housing and Urban Development (HUD) national objectives by coordinating the priorities established in the City's visioning process with goals and objectives adopted by HUD.

The City's strategy will:

- Work with existing program to maximize program dollars for residents.
- Leverage potential CDBG eligible activities with private, state, and local funds.
- Create Neighborhood Revitalization Strategy Areas to maximize funding and program opportunities in neighborhoods with greater than 70% low to moderate-income residents.

## NON-HOMELESS SPECIAL NEEDS HOUSING

### Non-homeless Special Needs (91.220 (c) and (e))

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Program Year 1 Action Plan Specific Objectives response:

#### 1. Priority Non-Homeless Special Needs

The chart below (consistent with HUD Non Homeless Special Nee) identifies the relative priority needs for various identified special needs categories for housing and supportive services in Miami Gardens. Activities which are labeled as "High" priorities in the table below and elsewhere in this plan are those which will receive 2006-2007 Action Plan funding. Activities which are identified as "Medium" priorities are those will not receive Action Plan funding unless additional funds are secured or particularly strong projects are identified. Activities that receive a "Low" priority will not receive Plan funding without a Plan Amendment.



Special Needs Category	Housing	Supportive Services
Elderly	High	Medium
Frail Elderly	High	Medium
Persons w/ Severe Mental Illness	Low	Low
Disabled (Develop. Or Physical)	Medium	Low
Alcohol/Other Drug Addicted	Low	Low
Persons w/ HIV/AIDS	Low	Low

## 2. Use of Resources

As a new municipality the City of Miami Gardens is working to secure various funding streams to enhance our CDBG programs. Currently, the City of Miami Gardens is working with the State through the Florida Housing Finance to obtain State Housing Initiative Partnership dollars (SHIP), and HOME program funds.

Since this is the City's first year as an entitlement agency, the City does not have the benefit of being able to draw from historical data to estimate other revenue that would supplement the CDBG program. However, the City is in the process of negotiating with the various agencies to determine the level of funding that can be pooled with CDBG dollars maximize program opportunities.

## Housing Opportunities for People with AIDS

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. Provide a Brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.
2. Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.
3. Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.
4. Report on the accomplishments under the annual HOPWA output goals for the number of households assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
5. Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.
6. Provide an analysis of the extent to which HOPWA funds were distributed among

different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.

7. Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.
8. Please describe the expected trends facing the community in meeting the needs of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.
9. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.

Program Year 1 Action Plan HOPWA response:

Not Applicable

### **Specific HOPWA Objectives**

Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the Action Plan.

Program Year 1 Specific HOPWA Objectives response:

Not Applicable

### **Other Narrative**

Include any Action Plan information that was not covered by a narrative in any other section.

Not Applicable